2006–2007

Saskatchewan

Provincial Budget

Performance Plan

Saskatchewan Justice

2007-00009

Minister's Message

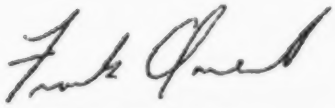
As we look toward our new century, we envision a province with diverse and growing communities. Our diversity is our strength and we have much to learn from the traditions and teachings of the First Nations and Métis peoples of our Province.

Ensuring that our communities and neighbourhoods are safe is important to our future prosperity. The Department is committed to completing the key actions included in our strategic plan and will report on actual progress in the Department's July 2007 Annual Report.

In 2006-2007, we will continue implementation of our three-year action plan to respond to the recommendations of the Commission on First Nations and Métis Peoples and Justice Reform. We will continue to work with our partners in the justice system and with communities throughout the province to address challenges in a way that results in meaningful change.

We are also expanding initiatives to keep communities safe and make Saskatchewan inhospitable to organized crime and gangs.

The Department's performance plan reflects the key trends in Saskatchewan crime and our commitment to ensuring Saskatchewan remains an ideal place to live, work and raise a family.



Frank Quennell, Q.C.
Minister of Justice
and Attorney General

Who We Are

The mandate of Saskatchewan Justice flows from the historic and constitutional role of the Attorney General to uphold the rule of law,[1] protect basic legal rights of citizens, and ensure good and proper administration of justice. Effective justice services contribute to social stability, and by extension, to a high quality of life for citizens. Justice services must reflect the norms of the community and support a sound, healthy society.

Saskatchewan Justice has about 900 employees across the Province working toward the achievement of its vision of "A fair, equitable and safe society supported by a justice system that is trusted and understood." Department employees work with other departments, governments and community partners to administer and deliver justice, protect basic legal rights and relationships, and provide other justice functions, such as producing legal publications and developing alternative mechanisms to resolve disputes.

Department activities are organized into six main divisions: Community Justice, Public Prosecutions, Courts and Civil Justice, Civil Law, Public Law, and Finance and Administration. A brief description of each of these areas is provided below.

As well, the Policy, Planning and Evaluation Branch provides support to all divisions in the Department and to the Minister in areas of corporate, federal/provincial and inter-agency policy and justice relations with specific emphasis on criminal law policy, family law policy, youth justice policy, and Aboriginal policy. It supports the implementation of criminal, youth and family justice legislative changes and initiatives. The Branch also facilitates program review and evaluation for departmental programs or initiatives, performs statistical analysis and research on behalf of the Department, and provides support to the departmental strategic planning and performance management activities.

The Departments of Justice and Corrections and Public Safety share the services of four branches: Communications and Public Education, Administrative Services, Systems Services and Human Resources.

[1] *In general terms, the rule of law means that the Government and all citizens are subject to the law and must operate according to its terms.*

COMMUNITY JUSTICE DIVISION

The Community Justice Division includes Law Enforcement Services, Community Services, Victim Services, and Aboriginal and Northern Justice Initiatives. It provides alternative measures and crime prevention programs that respond to the needs of communities for increased safety and greater involvement in justice services. It supports the development and delivery of community-based justice initiatives, co-ordinates Aboriginal and northern justice initiatives and funds the Aboriginal Courtworker Program, the Police Commission and the Police Complaints Investigator. It also provides provincial policing services under contract with the Royal Canadian Mounted Police (RCMP), regulates the private security industry, provides for coroners' investigations and administers *The Safer Communities and Neighbourhoods Act.*

The Division is also home to a unique set of Aboriginal initiatives made possible by funding innovative partnerships with Aboriginal organizations and the federal government. These programs respect Aboriginal values and traditions and provide employment opportunities for Aboriginal people.

PUBLIC PROSECUTIONS DIVISION

The Public Prosecutions Division represents the interests of the general public in the criminal justice system. It provides legal advice to Government and numerous law enforcement agencies. Prosecutors assess investigation results to determine whether there is sufficient evidence to prosecute a violation of the law and whether the public interest in that prosecution justifies the expenditure of public funds. Public Prosecutions Division also has a substantial role in training law enforcement officials such as police.

COURTS AND CIVIL JUSTICE DIVISION

The Courts and Civil Justice Division provides judicial and operational support to the court system, produces transcripts and provides enforcement services for legal judgments through the Sheriff's Office. It provides maintenance enforcement and other family justice services to assist parents and children deal with the difficulties of family breakdown. The Division licenses Commissioners of Oaths, Notaries Public and Marriage Commissioners. It also provides dispute resolution services to assist in resolving disputes outside the court system and protects the interests of people who do not have the capacity to manage their own financial affairs. As well, it supports economic well-being through the provision of corporate registry services.

CIVIL LAW DIVISION

The Civil Law Division provides legal services to the departments, agencies, boards and commissions of the Government of Saskatchewan.

PUBLIC LAW DIVISION

The Public Law Division provides legal services to Government, including advice on Aboriginal, trade law and constitutional matters, and legal, policy and technical advice in relation to legislation. Through the Queen's Printer, it publishes and distributes legislation, regulations and other government publications.

FINANCE AND ADMINISTRATION DIVISION

The Finance and Administration Division provides administrative services to senior management and operational areas of the Department through the following branches that are shared with the Department of Corrections and Public Safety: Administrative Services, Human Resources and Systems Services. These support services are also provided to a number of boards and commissions assigned to the Minister of Justice and Attorney General.

Responsibility for the Consumer Protection Branch lies within this Division. This Branch is a regulatory body that grants licenses, regulates market conduct, investigates complaints, answers inquiries and oversees the regulation of the death services industry through an industry self-regulatory body. The major activity within the Branch is to provide information and direction to the public and businesses to assist in dealing with problems encountered in the marketplace. It also acts directly for members of the public unable to protect themselves.

This Division also is responsible for the Access and Privacy Branch. This Branch helps improve the management of public access to government records while also supporting government efforts to improve privacy protection.

KEY PARTNERS

The following table outlines the key functions of the Department of Justice and lists the partners required to ensure that we achieve the goals and objectives of our Strategic Plan.

Key Functions of Justice	Key Partners Required to Deliver Our Strategic Plan
Administration and delivery of justice • Prosecuting offences under the *Criminal Code*, the *Youth Criminal Justice Act*, and provincial statutes • Providing civil legal services to government • Providing provincial policing services • Operating the Provincial Court, Court of Queen's Bench, and Court of Appeal (except for the appointment of superior court judges) • Recognizing and responding to the needs of victims of crime	• Judiciary • Department of Corrections and Public Safety • Police • Federal/provincial/territorial Justice departments and agencies • Defence bar, including Legal Aid • Community justice agencies, including Aboriginal service delivery agencies • Aboriginal courtworkers • Municipal and First Nations and Métis authorities involved in justice issues
Protection of basic legal rights and relationships • Protecting and managing the estates of dependent adults or minors through the Public Guardian and Trustee • Operating the provincial coroners system • Registering and/or licensing all corporations and entities that conduct business in the province • Enforcing maintenance orders • Regulating consumer and marketplace relations	• Private bar • Police • Business organizations • Federal/provincial/territorial authorities exercising similar responsibilities
Other Justice functions • Developing alternative mechanisms to resolve disputes outside the courts through legislated initiatives and education • Providing legal publications through the Queen's Printer Revolving Fund • Operating the Marriage Unit • Supporting access to public records and privacy protection • Administering *The Freedom of Information and Privacy Protection Act*	• Consumer organizations • Police • Mediation, arbitration and collaborative law organizations • Federal/provincial/territorial authorities exercising similar responsibilities

Plan at a Glance

Saskatchewan Justice reviews and revises its goals and objectives on a regular basis as social, governmental and departmental priorities shift. Justice's goals and objectives reflect current needs and form the basis for key actions that address those needs.

The Justice 2006-07 Performance Plan, the fifth to be published, builds on the multi-year goals and objectives of the 2005-06 Plan. The 2006-07 Plan contains key actions and performance measures for each objective.

The goals and objectives in the 2006-07 Performance Plan articulate the outcomes the Department is pursuing as we move towards our vision in the years to come. The performance measures are a key means to track progress in meeting our goals and objectives. In the 2006-07 Annual Report (July 2007), Saskatchewan Justice will report actual results compared to the expectations set out in this plan.

The Department's Performance Plan responds to the recommendations of the Commission on First Nations and Métis Peoples and Justice Reform and of the Commission of Inquiry into Matters Relating to the Death of Neil Stonechild through a package of key action items that include: continued improvement to the Coroner's Program; implementation of the police public complaints process; increasing Aboriginal recruitment in policing, as well as participation and community involvement in the criminal justice system; and expanding the use of therapeutic approaches to justice.

VISION

A fair, equitable, and safe society supported by a justice system that is trusted and understood.

GOAL 1

Safe Communities – Individuals are safe and secure from crime, the rights of people are protected, and crime is reduced

***OBJECTIVE 1** – Hold offenders accountable through effective enforcement and responses to offending*

Performance Measures

- Offender accountability
  - ~ Per cent of dollar amount of fines ordered paid within three years of disposition
  - ~ Per cent of dollar amount of provincial victim surcharges collected within three years of disposition
  - ~ Per cent of offenders successfully completing agreements in alternative measures programs
- Impact of targeted initiatives on crime rate – per cent change in auto theft crime in Regina
- Effectiveness in solving crimes – per cent of police-reported incidents cleared by charge or cleared otherwise
- Relationship between alternative measures programs and re-offending – per cent of offenders who re-offend following completion of agreements in alternative measures programs

***OBJECTIVE 2** – Protect the rights of persons in criminal processes*

Performance Measures

- Access to courts – average length of time to next trial date in criminal proceedings (a) at northern points (b) in Saskatoon
- Services provided to accused – number of accused served by courtworkers in the Saskatchewan Aboriginal Courtworker Program
- Access to legal advice – number of services provided to accused who have been detained or arrested by police and exercise their right to legal counsel after regular office hours

***OBJECTIVE 3** – Respond to the needs of victims throughout the criminal justice process*

Performance Measures

- Access to and satisfaction with victim services programs
  - ~ Per cent of population with access to police-affiliated victim services programs
  - ~ Number of police-affiliated victim service programs
  - ~ Per cent of respondents who were very or somewhat satisfied with police-affiliated victim services

OBJECTIVE 4 – *Engage communities in crime prevention and responding to offending*

Performance Measure

- Community engagement – number of communities participating in community justice activities with Saskatchewan Justice

GOAL 2

Aboriginal Justice – The justice system responds to the needs, values and aspirations of Aboriginal people

OBJECTIVE 1 – *Increase the participation of Aboriginal people in the administration of justice*

Performance Measures

- Employment diversity – per cent of Justice employees who self-identify as Aboriginal
- Participation in community justice program delivery – number of people working in Justice-funded community justice programs delivered by Aboriginal organizations

OBJECTIVE 2 – *Partner with Aboriginal people to reform the justice system and to build capacity to deal with criminal justice issues and the causes of crime*

Performance Measure

- Partnerships with Aboriginal communities – per cent of on-reserve First Nations people served by community tripartite agreements

OBJECTIVE 3 – *Expand the use of restorative and therapeutic approaches in the justice system to address the needs of victims, offenders and community*

Performance Measure

- Number of therapeutic courts developed

GOAL 3

Civil and Family Justice – Conflicts are resolved in constructive and timely ways, and the justice system responds to the needs of vulnerable people and those involved in family disputes

OBJECTIVE 1 – *Improve access to effective dispute resolution processes*

Performance Measures

- Effectiveness of civil dispute resolution processes – per cent of civil cases resolved following mandatory civil mediation
- Access to civil dispute resolution processes – average length of time from pre-trial to next available trial date for civil proceedings in Queen's Bench Court

OBJECTIVE 2 *– Support the resilience of children and families involved in family disputes*

Performance Measures

- Effectiveness of programs supporting resiliency of children and families – per cent collected of maintenance enforcement orders and agreements referred to the Maintenance Enforcement Office
- Effectiveness of programs to support resiliency of children and families – per cent of cases resolved following custody and access assessment

OBJECTIVE 3 *– Protect children and adults who need assistance to manage their affairs*

Performance Measure

- Quality of return rate of investments – per cent difference between the four-year average rate of return on client assets invested by the Office of the Public Guardian and Trustee and the benchmark identified in the Investment Policy

GOAL 4

Marketplace Relations – The marketplace is fair, efficient and effective

OBJECTIVE 1 *– Safeguard consumer and public interests and support economic well-being through responsive marketplace regulation*

Performance Measures

- Efficiency of response
  - ~ Per cent of telephone inquiries from consumers responded to within one business day
  - ~ Per cent of incorporations, registrations and fundamental changes of all types processed on paper within five business days
  - ~ Per cent of incorporations, business registrations and fundamental changes of all types processed electronically

GOAL 5

Legal Services – Programs and policies of government are supported by appropriate legal services

OBJECTIVE 1 *– Provide quality legal services to government that are consistent, coherent, and cost-effective*

Performance Measures

- Timeliness – per cent of requests for legal services responded to within the timelines agreed to by clients
- Quality of legal services – average number of hours of continuing legal education per lawyer annually
- Client education – number of hours of client education provided annually

2006-07 Financial Overview

The 2006-07 appropriation for Saskatchewan Justice is $234.1 million.

2006-07 ESTIMATES	*(in thousands of dollars)*
Central Management and Services	$ 24,236
Courts and Civil Justice	40,541
Legal and Policy Services	21,273
Community Justice	120,239
Marketplace Regulation	5,014
Boards and Commissions	22,838
Total Appropriation	$ 234,141
Capital Acquisitions	(2,822)
Amortization	626
Total Expense	$ 231,945
REVENUES	$ 57,382
FTE Staff Complement	938.4

Saskatchewan Justice provides funding to third party agencies such as the Royal Canadian Mounted Police (RCMP) and municipal police services ($108.9 million), Saskatchewan Legal Aid Commission ($16.8 million) and community-based organizations ($3.9 million). The total 2006-07 Budget for third party agencies is $129.6 million or 55.4 per cent of the overall Justice appropriation.

Justice has estimated budgeted revenues of $57.4 million for 2006-07, including $20.0 million for receipts from other governments, $18.4 million for sales, services and service fees, $10.2 million for fines, forfeits and penalties and $7.5 million for licenses and permits. The remaining $1.1 million relates to recoveries from government agencies and miscellaneous revenue.

Major funding allocations or changes in funding levels from 2005-06 include:

- $9.2 million for policing including continued implementation of the drug strategy, missing persons and gang suppression initiatives, completion of the police promise and salary/inflationary adjustments for the RCMP;
- $4.7 million for public service and judges salaries and department operations;
- $4.5 million for increased accommodation costs and capital improvements for court facilities;
- $1.5 million to complete the Milgaard Inquiry;
- $0.9 million to transfer grants from the Victims Fund to Community Services;
- $0.5 million for program enhancements related to the Justice Reform Commission;
- $0.6 million in additional funding for the Saskatchewan Legal Aid Commission; and
- $0.2 million to continue with the modernization of the Coroners program.

Trends and Issues

Saskatchewan Justice policies and programs are developed in response to a variety of trends and issues that are important for the Department to identify and monitor. Keeping these issues in mind facilitates decision-making for the Department and its stakeholders.

This section highlights the following trends and issues that provided direction during the development of the 2006-07 Performance Plan:

- the continuing high level of reported crime and the differing levels of crime experienced across Saskatchewan;
- the high level of offending and victimization experienced by young people aged 15 to 24;
- the majority of violent crime occurring between people who know each other, often within family relationships and disproportionately in Aboriginal communities;
- the challenges of changing socio-demographic profiles of Saskatchewan communities;
- the increase in trade law legal issues; and
- the federal/provincial shared responsibility for justice.

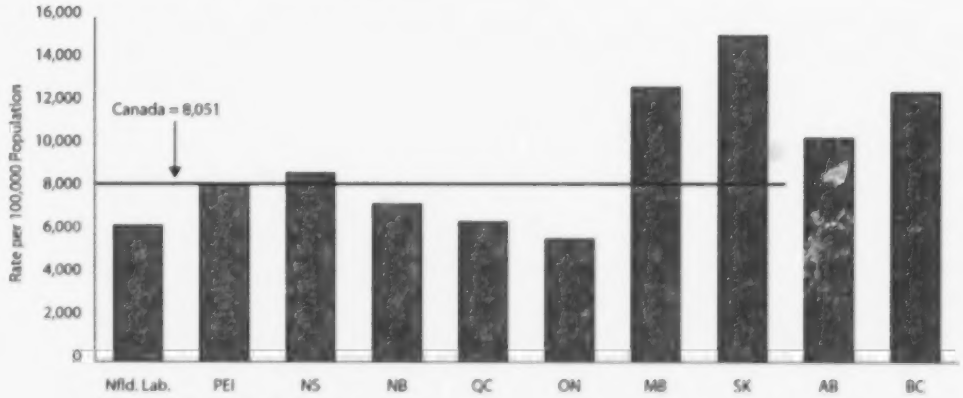
CRIME TRENDS

The crime rate is a barometer of the well being of Saskatchewan society, and drives much of what we do in the criminal justice system. The Saskatchewan crime numbers continue to be cause for deep concern. Crime rates are complaints of criminal conduct substantiated by police investigation. About a third of complaints result in criminal charges. Generally speaking, crime rates tell us more about how much and what type of crime is being experienced in communities than about how or how well criminal justice institutions are responding.

The Saskatchewan crime phenomenon is related to linked, overlapping and mutually reinforcing patterns of disadvantage, marginalization and exclusion that negatively shape the lives of many young people, and Aboriginal young people in particular.[2] A majority of justice system funding, resources and public profile is engaged in responding to offending and victimization or in working proactively to try to reduce the risk of crime.

As shown on the following graph, Saskatchewan continues to have the highest provincial crime rate in Canada, although crime was down 1.9 per cent in 2004. This is in line with the national trend (a 1.2 per cent decrease), as most provinces showed a modest increase or relatively stable crime rate. Nevertheless, the 2004 crime rate in Saskatchewan was 88 per cent higher than the national rate, and Saskatchewan has had the highest provincial crime rate for the last seven years.

CRIME, CANADA AND THE PROVINCES, 2004



[Source: Uniform Crime Reporting Survey, CCJS]

[2] See Canadian Centre for Justice Statistics (CCJS), "Aboriginal Peoples in Canada" (Ottawa: Ministry of Industry, 2001), for an overview of selected socio-demographic data on Saskatchewan Aboriginal peoples. Compared to the non-Aboriginal population, Saskatchewan Aboriginal people are younger, far more likely to be unemployed or not in the labour force, more likely to have lower levels of formal education, much more likely to have a low income and live in a female-headed lone-parent family household in substandard housing.

A 2002 Statistics Canada community health survey, "The Health of the Off-reserve Aboriginal Population" (Ottawa: Ministry of Industry, 2002), underscores the point that even after socio-economic and health behaviour factors are taken into account, deep inequalities persist in health between Aboriginal and non-Aboriginal people. Finally, research by C. LaPrairie (2002), J. Richards (2001) and Hanselmann (2001, 2002), among others, points to the fact that the socio-economic gaps between Aboriginal and non-Aboriginal people in Saskatchewan in general, and Saskatoon and Regina in particular, are as larger or larger than anywhere in Canada.

In terms of the actual level of crime, communities across Saskatchewan vary widely, with crime rates in southern, small municipal and rural areas generally lower than rates in the larger urban centers of Prince Albert, Saskatoon and Regina (which has the highest CMA* crime rate in Canada). Higher crime rates are experienced in Yorkton, Kamsack, Meadow Lake, North Battleford and La Ronge, and the highest crime rates are experienced in northern communities.

Who commits crime and who are the victims are also key issues for the justice system. People 15 to 24 are over-represented as offenders and victims in the criminal justice system relative to their proportion in the population. While the Saskatchewan youth crime (persons aged 12 to 17) rate was stable in 2004 (-0.2 per cent), it continues to be 2.7 times the national rate.

Most Saskatchewan residents believe they are about as safe as residents of other provinces (Statistics Canada, 1999 General Social Survey). However, some of Saskatchewan's poorest communities, predominantly in the inner city, on-reserve and the North, experience the most crime.

There is increasing recognition of the need to deal with organized crime, particularly gangs, in Saskatchewan. The Criminal Intelligence Service Saskatchewan suggests that Saskatchewan may have the highest per capita concentration of Aboriginal youth gang members in Canada.[3]

The Department is responding to these concerns through key actions aimed at reducing crime through targeted and integrated initiatives in Saskatoon, Regina, the Battlefords, Prince Albert, Meadow Lake and La Ronge, combating organized crime and increasing youth accountability, while also increasing resources in the community and in the criminal justice system to address the root causes (e.g., community capacity building and therapeutic courts).

RISK OF INVOLVEMENT FOR ABORIGINAL PEOPLE

Aboriginal people experience dramatically higher levels of offending, victimization and incarceration than non-Aboriginal people. In 2001, Aboriginal people represented about 13.5 per cent of the provincial population and 10 per cent of the adult population 18 years of age and older,[4] yet accounted for about 40 per cent of those accused of crime, and a similar proportion of those victimized by violent crime.[5] Aboriginal women are especially vulnerable to spousal violence, being at least three times as likely as non-Aboriginal women to be assaulted by a current or former spouse. Children witnessed the violence in 50 per cent of the spousal violence situations.[6]

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* *A Census Metropolitan Area (CMA) is an area consisting of one or more adjacent municipalities situated around a major urban core. To form a census metropolitan area, the urban core must have a population of at least 100,000.*

[3] *Criminal Intelligence Service Saskatchewan, "2005 Intelligence Trends: Aboriginal-based Gangs in Saskatchewan," Volume 1, Issue 1 (Winter 2005).*

[4] *Statistics Canada, 2001 Census of Population, custom tabulations prepared for CCJS.*

[5] *These estimates are based on 1997 victimization data for the Saskatchewan cities of Regina and Prince Albert, and accused data for Regina, Saskatoon and Prince Albert. See CCJS, "Police-Reported Aboriginal Crime in Saskatchewan" (Ottawa: Minister of Industry, 2000), for details.*

[6] *See CCJS, "Aboriginal Peoples in Canada," p 7.*

The predicted growth of the Aboriginal child/youth and young adult population will become increasingly important in terms of addressing the underlying causes of crime and victimization.

The percentage of Aboriginal people living in the north, particularly the high percentage of youth in northern communities, is a challenge, along with the high birth rate of Aboriginal people on reserve in southern Saskatchewan. The pressure for greater inclusion of Aboriginal people into the social and economic life of the province continues to intensify, along with the need to continue to address the underlying causes of offending and victimization.

In June 2004, the Commission on First Nations and Métis Peoples and Justice Reform released its final report, which contained more than 120 recommendations. In May 2005, the provincial government responded with an Action Plan called *Creating a Healthy, Just, Prosperous and Safe Saskatchewan.* The province invested more than $48 million in 2005-06 to respond to the Commission's recommendations with a plan to address the underlying causes of crime, increase the involvement of Aboriginal citizens and groups in the justice system, use alternatives to court and incarceration, and to improve justice system responses. This is the beginning of a process to respond to the Commission recommendations, many of which require long-term development and implementation to address the underlying causes of crime.

SOCIO-DEMOGRAPHIC CHANGE

Given the general depopulation of southern rural areas and smaller centres coupled with the increase in the youth population in urban centres and in the north, the pressure for justice service responses is changing as pressure increases to address northern and large urban issues.

Large numbers of children are experiencing changes in their living arrangements due to their parents' decision to end their marriages or partnerships. In 2001, 19 per cent of Canadian children under 15 years of age lived with one parent, compared to 13 per cent in 1981.

Broad social and demographic changes often result in demands to protect people in vulnerable circumstances and ensure that victims and communities have a meaningful role in responding to crime. The Department is developing new initiatives to respond to these needs, including services for victims of crime, violence prevention and supports for children and parents experiencing family breakdown.

THE CHANGING MARKETPLACE

Globalization and trade liberalization continue to be key factors affecting the Saskatchewan economy. As networks of digital communications increase, provincial and national borders are becoming less significant. In particular, the Internet raises questions and concerns about new types of criminal behaviour and how to detect and arrest criminals who may be in another province or country. As globalization and the information age gain momentum, harmonizing Saskatchewan legislation and regulations at the national and international level has become critical.

There continues to be a great deal of activity on trade matters due in part to the increasingly protectionist attitude of many U.S. producer groups and to increased awareness by departments and private interests of trade agreements in general. As a result, the demand for trade law advice continues to grow. Trade cases, such as the current softwood lumber proceedings/negotiations, the countervailing duty proceedings against wheat, the BSE border closure and related legal proceedings in the United States, require considerable internal legal resources and are affected by other cost drivers including costs incurred by outside counsel. In addition to these specific files, the Department regularly provides advice to other departments, Crown corporations and agencies on North American Free Trade Agreement (NAFTA), the World Trade Organization (WTO), and the Agreement of Internal Trade (AIT). There is a growing awareness of these agreements and their potential to have an impact on government programs and initiatives. This has resulted in a proliferation of requests for assistance to ensure compliance with our trade obligations.

There are a number of challenges inherent in the financial services regulatory environment:

- In the dynamic, constantly changing financial services market, the regulatory system must continue to provide adequate levels of protection to consumers.
- With continuing consolidations and mergers of financial institutions, globalization of the marketplace, and convergence of the financial services industry and regulatory structures, there are increasing needs to address cross-jurisdictional and cross-sectoral issues.
- There is increasing pressure to simplify and harmonize the regulatory environment to reduce regulatory burden and cost of compliance without sacrificing consumer protection.

As well, governments and departments must recognize that Canadians continue to express a strong interest in maintaining the privacy of their personal information. To ensure the people in Saskatchewan that their personal information is protected, Justice will continue the work of Access and Privacy Branch established in 2005-06 to support government in the area of access to records and privacy protection.

FEDERAL/PROVINCIAL ENVIRONMENT

Justice is a shared responsibility between the federal and provincial governments. Parliament has primary responsibility for criminal law and some aspects of family law. The province is responsible for the administration of justice through the Departments of Justice and Corrections and Public Safety. Federal legislation often imposes formidable obligations on the Department of Justice, as demonstrated by the extensive policy and program changes required by the implementation of the *Youth Criminal Justice Act* in 2003 and the *Sex Offender Information Registration Act* in 2004. This has placed considerable strain on the Department's policy, evaluation and management resources.

Changes from 2005-06 Performance Plan

Overall, Justice's 2006-07 Performance Plan is similar to the 2005-06 Plan. No changes were made to the goals and objectives. The performance measures have been maintained, but three new ones have been added. This action achieves the requirement of having at least one performance measure for each objective.

The performance measures that have been added pertain to two objectives, as follows:

- Goal 2, Objective 3 – Expand the use of restorative and therapeutic approaches in the justice system to address the needs of victims, offenders and community.

  The performance measure developed for this objective is "number of therapeutic courts in Saskatchewan." This performance measure reflects the developmental stage of a justice response in the area of therapeutic courts. The Department intends to establish outcome measures for this objective following the implementation of the initiatives. Data on this measure will be available from Saskatchewan Justice records annually.

- Goal 5, Objective 1 – Provide quality legal services to government that are consistent, coherent and cost-effective.

  These performance measures are based on three critical components of the work related to the objective: timeliness, quality and cost-effectiveness. The measures are:

  ~ Per cent of requests for legal services responded to within the time agreed to by clients

  ~ Average number of hours of continuing legal education per lawyer annually

  ~ Number of hours of client education provided annually

  Data on these measures will be available from Saskatchewan Justice records annually.

Goals, Objectives, Actions and Measures

This section of the Plan provides details about where Saskatchewan Justice is headed (goals and objectives). It describes what the Department will do to achieve its objectives (key actions) and how we will know if we are successful in making progress towards our longer-term objectives (performance measures).

The high level of crime in Saskatchewan is a major driver of the Department's costs, and our response to this high level of crime forms a major part of this Plan. We anticipate that the level of crime will continue to be high in the near future and will continue to drive many of Justice's costs.

The Department is largely satisfied that the Plan's performance measures will track progress towards its goals and objectives.

GOAL 1

Safe Communities – Individuals are safe and secure from crime, the rights of people are protected and crime is reduced

***OBJECTIVE 1** – Hold offenders accountable through effective enforcement and responses to offending*

Saskatchewan citizens want their families, their homes, and their communities to be safe. The Department has a balanced, multi-year criminal justice strategy for building safer communities and overall public confidence in the criminal justice system through targeted interventions and improved efficiency. This includes initiatives in the areas of prosecutions, law enforcement, victims' services, court services, criminal law reform, and crime prevention. This approach recognizes the need for a continuum of justice services with an increased emphasis on community-based services, including responsibility for local delivery, crime prevention, holistic treatment of offenders and victims in family violence situations, and involvement of victims in the criminal justice process.

Holding offenders accountable for their actions is a critical component of community safety. Justice, together with the Department of Corrections and Public Safety (CPS), continues to work towards ensuring offender accountability in three ways: custodial sentences and community supervision orders, financial commitments and community justice programs. The Department supports effective police responses to crime and works to improve performance in fine collection and community justice programs.

The Department is satisfied that the measures track progress towards the objective's outcomes. Two of the measures relate to outcomes for specific departmental initiatives, while the others are measures of the efficiency of programs and services that the Department influences significantly. These measures stand in place of wider measures of crime that are influenced by the external environment. Justice will continue to refine the existing measures.

Key Actions for 2006-07

- To deal with serious offending youth and young adults, the Department will continue to work in partnership with justice agencies to develop, monitor and evaluate integrated, targeted responses in Regina, Saskatoon, North Battleford, Prince Albert, Meadow Lake and La Ronge.
- To support the youth justice reform, the interdepartmental committee (co-chaired by Justice and Corrections and Public Safety) will continue to monitor, evaluate and support a collaborative and balanced approach to holding youth accountable, including developing policy and practical responses to support implementation of the police cautioning program.
- To increase public safety and create a hostile environment for organized crime and gang activities, the Department will work with community to implement an initiative to curtail gang activity and enhance the Safer Communities and Neighbourhoods Program.
- To enhance the effectiveness of the criminal justice system, the Department will take steps to analyze and implement changes to federal criminal law in areas such as sentencing and criminal process reform.
- To ensure that justice processes are accurately recorded and communicated across the justice system, to hold offenders accountable and to support victim and community safety, the Department together with Corrections and Public Safety will continue the implementation of an integrated justice system approach.
- To continue to enhance forensic expertise, the Department will build capacity of the coroner's system in criminal and non-criminal cases and provide training for lay coroners.
- To improve the efficiency of court processes, the Department will implement the use of video conferencing at two sites in the North.
- To improve department and government responses to missing person cases, the Department will implement an effective province-wide strategy for missing person cases, including the development of interagency policies.
- To assist in addressing the underlying causes of crime, the Department will continue to play an active role in interdepartmental strategies such as Project Hope, School^{PLUS}, the Cognitive Disabilities Strategy and the Interdepartmental Committee on Interpersonal Violence and Abuse.
- To increase compliance with occupational health and safety and environmental protection legislation, the Department will increase its capacity to prosecute in situations of non-compliance.

What are we measuring?	Where are we starting from?
Offender accountability	
• Per cent of dollar amount of fines ordered paid within three years of disposition	77.3% *[2004-05]*
• Per cent of dollar amount of provincial victim surcharges collected within three years of disposition	88.1% *[2004-05]*
• Per cent of offenders successfully completing agreements in alternative measures programs	89% *[2003-04; latest data available]*

Offenders are held accountable for their crimes in three ways: custodial sentences and community supervision orders [Corrections and Public Safety], financial commitments, such as fines and victim surcharges [Justice] and community justice programs, such as alternative measures [youth by Corrections and Public Safety and adults by Justice].

The Department has a low to moderate influence over these measures. Although Justice continues to work on cost-effective methods of collecting unpaid fines, factors such as the employment status and ability of the individual to pay are out of the Department's control. As well, community-based organizations funded through Justice and Corrections and Public Safety deliver alternative measures programs that attempt to balance the needs of victims, offenders and communities while ensuring that society is protected. Completion of the agreements reached in these programs depends on external variables such as the willingness of participants to reach agreements, skills of the mediator/facilitator and family support.

What are we measuring?	Where are we starting from?
Impact of targeted initiatives on crime rate – per cent change in auto theft crime in Regina	31% reduction over 2001 levels *[2004]*

The Regina Auto Theft Strategy is one of several targeted, integrated responses developed by Justice, Corrections and Public Safety and community. These departments and the Regina Police Service initiated the Regina Auto Theft Strategy to more effectively hold offenders accountable for their actions when they steal vehicles in Regina.

The Department is working with Corrections and Public Safety and other integrated targeted initiatives in Saskatoon, North Battleford, Prince Albert, Meadow Lake and La Ronge to further develop its performance measures in this area. As well, a provincial database for the integrated, targeted initiatives is being developed.

Factors that may affect this measure include the resources allocated to the initiative by the police service and its priorities.

What are we measuring?	Where are we starting from?
Effectiveness in solving crimes – per cent of police-reported incidents cleared by charge or cleared otherwise	45.8% *[2003; latest data available]*

The proportion of incidents that are cleared by charge or otherwise (clearance rate) is generally accepted as an important measure of effective policing. Clearance rates indicate the proportion of incidents that have been solved. "Clearance by charge" means a suspect has been identified and a charge laid. "Clearance otherwise" means a suspect has been identified and no charge laid for a variety of reasons (e.g., diplomatic immunity; complainant refuses to continue; use of alternative measures).

The Department has a low level of influence over this performance measure. Although Justice provides funding to police services, it cannot mandate their activities or the allocation of their resources.

What are we measuring?	Where are we starting from?
Relationship between alternative measures programs and re-offending – per cent of offenders who re-offend following completion of agreements in alternative measures programs.	39% re-offended

This measure represents an attempt to look at recidivism in justice programs, specifically an alternative measures program. There are many issues in using recidivism rates as a performance measure, including the time period until and type of re-offending behaviour. This measure is still in developmental stages.

The Department has a low level of influence over this measure. Re-offending depends on many factors – social, environmental and economic. Justice interventions may not have a long-term impact on the offender if lifestyle conditions and supports do not change.

***OBJECTIVE 2** – Protect the rights of persons in criminal processes*

The Department is committed to ensuring that victims and accused persons are able to understand, participate in, and represent their interests in criminal proceedings. This is essential to realizing our vision of a fair, equitable and safe society supported by a justice system that is trusted and understood.

The Department is satisfied that the measures track progress towards the objective's outcomes. One of the measures relates to timely access to the court process and two represent support for offender rights.

Key Actions for 2006-07

- To ensure adequate access to criminal Legal Aid, the Department will support the Saskatchewan Legal Aid Commission in implementing its Strategic Plan and work to establish adequate levels of federal funding for criminal and civil legal aid.
- To examine practices in the administration of criminal justice in Saskatchewan, the Department will continue to fund the inquiry into the wrongful conviction of David Edgar Milgaard and review the impact of the findings on criminal justice practice.

What are we measuring?	**Where are we starting from?**
Access to courts – average length of time to next trial date in criminal proceedings	
• At northern court points	114 days *[2004-05]*
• In Saskatoon	75 days *[2004-05]*

Timeliness of the court process is critical in protecting the rights of persons in criminal processes and in improving the effectiveness of the court in serving the public. The Department has a high level of influence over this performance measure.

What are we measuring?	Where are we starting from?
Services provided to accused – number of accused served by courtworkers in the Saskatchewan Aboriginal Courtworker Program	12,193 *[2004-05]*

The Saskatchewan Aboriginal Courtworker Program assists Aboriginal accused to better understand their rights, options and responsibilities when appearing in criminal justice courts. Courtworkers provide services, such as explaining court process, assisting families of accused and directing clients to counselling and treatment programs.

The Department has a moderate level of influence over this performance measure. Although funded by Saskatchewan Justice and Justice Canada, courtworker services are delivered through Aboriginal organizations with responsibility for staffing and budget. A factor that has an impact on this measure is funding availability from the federal government.

What are we measuring?	Where are we starting from?
Access to legal advice – number of services provided to accused who have been detained or arrested by police and exercise their right to legal counsel after regular office hours	12,518 *[2004-05]*

The Saskatchewan Legal Aid Commission has made arrangements with non-Legal Aid counsel to handle calls after regular office hours from accused who are detained or arrested (Duty Counsel Advice Service). When contacted by offenders, the non-Legal Aid counsel provides legal assistance. These calls are recorded on the database of the Saskatchewan Legal Aid Commission.

The Department has a low level of influence over this measure. The Duty Counsel Advice Service has no control over how many accused access the service.

OBJECTIVE 3 *– Respond to the needs of victims throughout the criminal justice process*

The Department supports timely and appropriate responses to the needs of victims of crime. We believe that these needs are best met by:

- effectively managing the Victims Fund[7] to maximize funding for programs and services;
- providing basic crisis intervention services in the immediate aftermath of a crime, with a special emphasis on those more vulnerable to victimization (children, victims of violent crime, Aboriginal people and persons with disabilities);
- providing financial compensation and support services to help victims through the criminal justice process;
- helping victims have a greater voice in the criminal justice process; and,
- educating the public and justice professionals about the needs of victims and how to respond in a helpful and compassionate manner.

The Department is satisfied that the measures track progress towards the objective's outcomes. The measures provide information about the degree to which victims of crime have access to victim services programs and their satisfaction with them.

Key Actions for 2006-07

- To improve its services and supports for victims of crime, the Department will bring forward changes to *The Victims of Crime Act*.
- To improve access to services and supports for victims of crime, the Department will expand police-based services.
- To ensure effective, appropriate responses to victims of crime, the Department will work with SIAST to develop a plan for certification of victim services workers.
- To better meet the needs of victims awarded restitution, the Department will continue to restructure the Restitution Program.

[7] *"The Victims of Crime Act" provides for the collection of a surcharge on provincial offences and creates a dedicated fund to support programs and services for victims. Revenue from the provincial and federal surcharge collection is referred to as the "Victims Fund" and is the sole source of income for the Victims Services Program, including compensation for victims of crime.*

What are we measuring?	Where are we starting from?
Access to and satisfaction with victim services programs	
• Per cent of population with access to police-affiliated victim services programs	80% *[2004-05]*
• Number of police-affiliated victim services programs	17 *[2004-05]*
• Per cent of respondents who were very or somewhat satisfied with police-affiliated victim services	100% *[2004-05; small number of respondents]*

Seventeen community-based victim services programs serve victims of crime directly. They are funded by Justice and are part of municipal police services and RCMP. These programs are crisis intervention programs that are the main immediate and short-term forms of support for victims of crime and traumatic events such as accidental death. They provide information, support and referral for victims. They must be available to all Saskatchewan people and meet the needs of victims. The program evaluation completed in 2003-04 provided data on program improvement and client satisfaction with services and supports.

The Department has a high level of influence over this measure. The availability of victim services programs and ensuring the effectiveness of their response is a responsibility of the Department.

***OBJECTIVE 4** – Engage communities in crime prevention and responding to offending*

The Department supports community-based justice and restorative justice[8] strategies. These programs support a response to crime and conflict developed by communities in response to locally identified community needs. The Department is addressing community safety and crime prevention by focusing on the social factors that influence crime and by working with other government departments and community-based organizations to develop community-based approaches to crime prevention.

While the current measure addresses one important element of this objective (number of communities engaged in crime prevention and responding to offending), the Department will continue to refine the types of data that could be tracked within existing resources around the desired outcomes of capacity building and addressing the causes of crime. Outcome measures may take longer to develop given the nature of the objective and that progress towards these outcomes depends on interaction with the community.

[8] *Restorative justice involves traditional methods of resolving conflict that are used by many cultures, including Canadian Aboriginal peoples. A restorative approach involves victims, offenders, families and community members in responding to crime and conflict.*

Key Actions for 2006-07

- To promote community capacity, the Department will provide training for volunteer community boards serving in program areas such as victims services, community justice and police management.
- To support community organizations in crime prevention activities and to promote integration of crime prevention initiatives, the Department will develop and implement a provincial crime prevention strategy and continue to participate in decision-making processes with the National Crime Prevention Centre and its programs.
- To support northern crime prevention initiatives, the Department will support the development of a Northern Youth Action Plan.
- To support community capacity building, the Department will work with partners in government and community to develop a provincial crime prevention strategy.

What are we measuring?	Where are we starting from?
Community engagement – number of communities participating in community justice activities with Saskatchewan Justice	120 *[2004-05]*

The number of communities partnering with Saskatchewan Justice to offer justice-related programs provides a measure of community engagement in community justice activities. These programs include community justice programs, victim services programs, crime prevention programs and family violence prevention programs.

The Department has a high level of influence over this measure since it often initiates community participation.

GOAL 2

Aboriginal Justice – The justice system responds to the needs, values and aspirations of Aboriginal People[9]

***OBJECTIVE 1** – Increase the participation of Aboriginal people in the administration of justice*

The Department supports the need to reform the justice system to better meet the needs of Aboriginal people. This includes involving Aboriginal people and communities in the administration of justice to ensure programs are culturally relevant and responsive and to build ownership of justice responses to crime and conflict.

[9] *Many of the key actions listed in Goal 1, Safe Communities, as well as the ongoing activities of the Department (e.g., Aboriginal Courtworker Program and Aboriginal Resource Officer Program), contribute to achieving the objectives of this goal. For example, integrated, targeted approaches to deal with offending and victimization serve the Aboriginal population to a great extent because of the over-representation of Aboriginal people in these populations.*

The Department is satisfied that the measures track progress towards the objective's outcome of increasing participation of Aboriginal people in justice. The measures provide information about the diversity of the Department personnel and others working in the area of justice services.

Key Actions for 2006-07

- To increase Aboriginal involvement and respond to diversity needs in policing, the Department will support hiring 29 new police positions for RCMP and municipal police services, continue to provide training for police management boards and develop provincial strategies to recruit Aboriginal people for police services.
- To increase Aboriginal involvement and ownership of justice responses, the Department will involve more Aboriginal people and their community structures in program design and delivery (e.g., police management boards, community justice committees and lay coroners).
- To increase Aboriginal involvement in developing justice responses, the Department will support the Federation of Saskatchewan Indian Nations (FSIN) and Métis Family and Community Justice Services Inc. (MFCJS) in implementing their activities in response to recommendations by the Commission on First Nations and Métis Peoples and Justice Reform.
- To increase Aboriginal involvement in developing justice responses, the Department will continue to seek advice from the Traditional Elders Ministerial Advisory Committee.
- To increase Aboriginal participation in the administration of justice, the Department will continue to support employment diversity policies and actively recruit Aboriginal employees.
- To improve Departmental understanding of Aboriginal culture, the Department will support programs to increase cultural awareness for Department and justice system employees.
- To build positive inter-community race relations, the Department will work with other departments and the Saskatchewan Human Rights Commission to develop a provincial strategy to address racism.

What are we measuring?	**Where are we starting from?**
Employment diversity – per cent of Justice employees who self-identify as Aboriginal	7.7% *[2004-05]*

Aboriginal people want to be more involved in working within the justice system to ensure programs are culturally relevant and responsive. Having individuals from the Aboriginal community working within the Department to ensure the interests of Aboriginal peoples are understood and incorporated into program development and implementation increases the confidence of Aboriginal people in the justice system.

The Department has a moderate level of influence over this measure. Justice often designates positions it advertises. It has no control over the qualified applicants who apply.

What are we measuring?	Where are we starting from?
Participation in community justice program delivery – number of people working in Justice-funded community justice programs delivered by Aboriginal organizations	124 *[2004-05]*

Justice uses a community-based approach towards community justice programming, including community justice programs, the Saskatchewan Aboriginal Courtworker Program, First Nations Policing, Aboriginal Resource Officers Program, Aboriginal Family Violence Programs and Urban Aboriginal Crime Prevention Programs. The people working in these programs are not employees of the Department, but work in Justice-funded programs.

The Department places great emphasis on the need for Aboriginal organizations to employ Aboriginal people to deliver services. Aboriginal people indicate that they have more confidence in programs delivered by Aboriginal service deliverers and organizations because those programs allow for cultural distinctiveness and provide positive role models.

***OBJECTIVE 2** – Partner with Aboriginal people to reform the justice system and to build capacity to deal with criminal justice issues and the causes of crime*

The Department, together with Aboriginal communities and Aboriginal leaders, seeks a justice system that accounts for cultural distinctiveness and actively involves Aboriginal people and communities in positive ways. The Department supports the need to reform the justice system to better meet the needs of Aboriginal people.

The Department partners with First Nations bands and tribal councils and Métis organizations to deliver community justice initiatives, such as crime prevention, support services for victims and offenders, alternative measures, community development and public education. Sixty-seven of 72 First Nations deliver some or all of these services to their communities.

While the current measure addresses one important element of this objective (partnership with the Aboriginal community), the Department will continue to refine the types of data that could be tracked within existing resources around the desired outcomes of capacity building and addressing the causes of crime. Outcome measures may take longer to develop given the nature of the objective and that progress towards these outcomes depends on interaction with the community.

Key Actions for 2006-07

- To promote Aboriginal confidence in the criminal justice system, the Department will continue to respond to the Final Report of the Commission on First Nations and Métis Peoples and Justice Reform and to the Stonechild Inquiry report.
- To promote Aboriginal confidence in the criminal justice system, the Department will implement the new public police complaints process through proclamation of *The Police Amendment Act, 2005.*
- To improve police response to northern community needs, the Department will implement the results of the review of the northern policing framework agreement.
- To improve relationships between the Aboriginal community and the courts, the Department will take steps to incorporate Aboriginal language and cultural needs, through:
  - ~ increased court locations on reserve;
  - ~ increased translation services;
  - ~ expanded Aboriginal court concept; and,
  - ~ use of Aboriginal Justices of the Peace in Northern Saskatchewan.
- To improve Aboriginal involvement in promoting safe communities, the Department will increase the number of First Nations tripartite policing agreements.
- To assess the impact of the Aboriginal Justice Strategy, the Department will review and revise the Aboriginal Justice evaluation framework, with specific attention to expanding evaluation of the effectiveness of community justice programming.

What are we measuring?	**Where are we starting from?**
Partnerships with Aboriginal communities – per cent of on-reserve First Nations people served by community tripartite agreements	75% *[2004-05]*

Community Tripartite Agreements (CTAs) involve Aboriginal people in decisions about policing activity in their communities. The CTAs are developed through a partnership process among Justice, the federal government, First Nations governments and Aboriginal people in specific communities.

The Department has moderate influence on the measure as external factors within the three governments and the community may impede the development of CTAs.

OBJECTIVE 3 – *Expand the use of restorative and therapeutic approaches in the justice system to address the needs of victims, offenders and community*

This objective was revised in 2004-05 following a review of the recommendations of the Commission on First Nations and Métis Peoples and Justice Reform. One of the themes developed by the Commission in its recommendations (particularly Recommendations 4.2.1, 4.2.2 and 6.9) was that the Department should increase the use of therapeutic approaches to justice. Therapeutic approaches include the integration of therapeutic services, such as drug addiction programming, with criminal justice processes (e.g., the courts) through a partnership of criminal justice system, treatment service providers and community. To develop capacity for the delivery of this objective, key actions are identified for the Department to increase Aboriginal involvement and ownership over justice responses and to support a range of mechanisms that will increase Aboriginal involvement in developing justice responses.

The performance measure for this objective is developmental, as is the process being undertaken. It measures the number of therapeutic approaches the Department has undertaken in 2006-07. As initiatives develop and mature, the Department intends to develop outcome measures for this objective.

Key Actions for 2006-07

- To promote community engagement in reducing Aboriginal offending and victimization, the Department will expand the work of community justice committees and programs.
- To demonstrate a therapeutic/integrated community-based response to incidences of family/interpersonal violence, the Department will work with specific communities and other departments and agencies to support:
  - ~ prevention;
  - ~ community capacity building;
  - ~ community counselling;
  - ~ therapeutic courts; and,
  - ~ community safety planning.
- To respond to interpersonal violence and abuse levels in northern Saskatchewan, the Department will work with one community to develop appropriate responses to issues such as interpersonal violence and abuse in the North.
- To increase supports for Aboriginal victims of crime, the Department will fully implement the Victim/Witness Program in the North.
- To reduce re-offending and the use of drugs or other substances by offenders, the Department will work with Corrections and Public Safety, Health and other partners to implement a therapeutic court model in Regina.

- To support analysis of the scope and causes of Aboriginal offending and victimization, the Department will work provincially and nationally to ensure that accurate and appropriate data collection processes are in place.
- To address interpersonal violence and abuse, the Department will develop a response to the evaluation of the Aboriginal Family Violence Initiative completed in 2005-06.

What are we measuring?	Where are we starting from?
Number of therapeutic courts developed	1 *[2004-05]*

For several years, the Department has partnered with community-based agencies to deliver programs using a restorative approach (e.g., alternative measures, community justice, sentencing circles, holistic healing circles). It is now using a community development model to develop therapeutic responses to issues of interpersonal violence and abuse and drug abuse. This measure is developmental in nature and only focuses on one aspect of the objective. Justice intends to develop more effective measures for this objective.

GOAL 3

Civil and Family Justice – Conflicts are resolved in constructive and timely ways, and the justice system responds to the needs of vulnerable people and those involved in family disputes

***OBJECTIVE 1** – Improve access to effective dispute resolution processes*

The Department provides dispute resolution mechanisms that resolve civil matters in constructive and appropriate ways. A key element of conflict resolution is the meaningful engagement of interested parties. This means making dispute resolution mechanisms available that are not alienating and mystifying and ensuring that the values and interests of both parties are fully understood and fairly considered.

The Department is satisfied that the measures track progress towards the objective's outcome of improved access to effective dispute resolution processes. The measures provide information about access to and the effectiveness of civil dispute resolution processes.

Key Actions for 2006-07

- To improve access to effective dispute resolution processes, the Department will expand the mandatory civil mediation program to additional judicial centres.

What are we measuring?	Where are we starting from?
Effectiveness of civil dispute resolution processes – per cent of civil cases resolved following mandatory civil mediation	47.4% *[2004-05]*

Resolving civil matters through mandatory civil mediation is a more expeditious way of dealing with civil cases. It reserves the court for more serious matters. However, the measure depends on variables out of Justice's control, such as the length of time the dispute has existed, effectiveness of lawyers representing the parties, mediator skills and willingness of the parties to participate.

What are we measuring?	Where are we starting from?
Access to civil dispute resolution processes – average length of time from pre-trial to next available trial date for civil proceedings in Queen's Bench Court	90 days *[2004-05]*

Timeliness of the court process is critical in improving access to courts for the public and improving the effectiveness of the court in serving the public. The Department has a high level of influence over this measure.

***OBJECTIVE 2** – Support the resilience of children and families involved in family disputes*

In order to assist children and families dealing with the difficulties of family breakdown and separation, the Department provides family justice services that include assistance in the enforcement of maintenance payments, provision of legal aid in family law matters to low-income persons, parent education programs and children's education for separating or divorcing families, programs for victims of family violence, custody and access assessments and supervised access and exchange. These supports will help people involved in family disputes deal with difficulties in the healthiest way possible.

The measures under this objective are based on existing data sources, and are useful measures of our support for family resiliency. It has proven difficult to formulate outcome measures for this objective, given the data that are available. Evaluations of programs, such as the parent education program on separation and divorce, may serve as the basis for better measuring this objective. As we develop programs, such as child education on separation and divorce, we will assess our ability to collect data to support additional measures in these areas as well.

Key Actions for 2006-07

- To improve the effectiveness of support services, the Department will simplify self-help variation kits and expand the services provided by the Family Law Information Centre.
- To support the implementation of the recommendations of the Commission on First Nations and Métis Peoples and Justice Reform, the Department will continue to consult with the Aboriginal community concerning their needs and expectations in the area of family law and family justice services and will increase access to parent education materials for northern and Aboriginal peoples.
- To support the resilience of children and families, the Department will continue to work provincially and nationally to improve family law/justice services to support children and families.
- To support families in the resolution of disputes, the Department will continue to work with the legal community and community-based organizations to identify gaps in services, improve referrals among agencies and to promote mediation and other collaborative problem-solving processes.

What are we measuring?	Where are we starting from?
Effectiveness of programs supporting resiliency of children and families – per cent collected of maintenance enforcement orders and agreements referred to the Maintenance Enforcement Office	81% *[2004-05]*

Maintenance enforcement orders and agreements for financial support occur following a divorce or separation. The health and well-being of the families depend on timely receipt of support income to which they are entitled. The Saskatchewan Justice Maintenance Enforcement Office has one of the highest collection rates in Canada.

The Department has a high level of influence over this measure. It is always looking for innovative ways to ensure the successful collection of monies owed.

What are we measuring?	Where are we starting from?
Effectiveness of programs to support resiliency of children and families – per cent of cases resolved following custody and access assessment	81% *[2004-05]*

Justice promotes resilient children and families through custody and access assessments that are conducted prior to the issue going to court. The health and well-being of families depends on effective and efficient means to resolve disputes about custody and access.

The Department has a moderate level of influence over this measure. Although custody and access assessment can be provided in a timely effective way, it has no control over participant attitudes and behaviours.

***OBJECTIVE 3** – Protect children and adults who need assistance to manage their affairs*

The Office of the Public Guardian and Trustee protects persons in vulnerable circumstances. This includes protecting the interests of children under 18 years of age, administering the estates of persons who are incapable of managing their own affairs, and administering the estates of deceased persons. When the Office of the Public Guardian and Trustee becomes involved in the administration of the financial affairs of a person or an estate, it conducts an investigation, determines assets, collects assets, pays debts, pays monthly support, pays other expenses and distributes assets.

The existing measure relates to the efficiency of our management of the affairs of children and adults. It is an adequate measure for one element of this objective. The Department has not, however, developed a measure that tracks protection of children and adults. The Department may attempt to do so, but is limited by the data that are available within existing resources. As the Department moves forward with initiatives such as the investigation of financial abuse and personal guardianship of vulnerable people, we will analyse the potential for measures in these areas.

Key Actions for 2006-07

- To protect the rights of people in vulnerable circumstances, the Department will explore the feasibility of implementing the sections of *The Public Trustee Amendment Act, 2001* relating to the Public Guardian and Trustee as personal guardian for those who do not have a family member ready or willing to act in that capacity.

What are we measuring?	Where are we starting from?
Quality of return rate on investments – per cent difference between the four-year average rate of return on client assets invested by the Office of Public Guardian and Trustee and the benchmark identified in the Investment Policy	0% *[0.4% over benchmark in 2004-05]*

One of the functions of the Office of Public Guardian and Trustee is to invest the assets it holds in trust for its clients. The primary objective is to meet or outperform a benchmark portfolio constructed from rates of return on the Toronto Stock Exchange 300 (capped 10 per cent) Index (as measured by CPMS), the Standard & Poor's 500 Index (in Canadian dollars), the Morgan Stanley Capital International Europe, Australia, Far East (EAFE) Index (in Canadian dollars), the Scotia Capital Universe Bond Index and 91-day Canada Treasury Bills. Although the Office of Public Guardian and Trustee has a comprehensive Investment Policy that it uses to select and guide the investment firm, market fluctuations have a significant impact on this performance measure.

GOAL 4

Marketplace Relations – The marketplace is fair, efficient and effective

***OBJECTIVE 1** – Safeguard consumer and public interests and support economic well-being through responsive marketplace regulation*

The marketplace is dynamic. Technological innovation is changing the nature of economic activity. Consumers are buying goods and services in forms and in ways not contemplated a decade ago. Businesses are evolving. In addition, succeeding in global markets increasingly requires governments to take into account what is happening in other jurisdictions and, more particularly, the impact of regulation on the ability of local firms and workers to compete. To remain effective, regulators must be able to adapt, and regulations and regulatory structures and processes must be reviewed on an ongoing basis to ensure they promote economic and social well-being. Care must be taken to ensure that regulatory structures and processes do not impose unnecessary costs on business or government.

The Department is satisfied that the measures track progress towards the objective. However, it is working to develop measures that are more outcome-focused.

Key Actions for 2006-07

- To support an improved environment for business and consumers, the Department will participate in a national commercial law reform initiative.
- To support the Council of Ministers on Securities Regulation, the Department together with the Saskatchewan Financial Services Commission will support provincial/territorial initiatives to develop harmonized and simplified securities laws and to review fees charged by securities regulators under the passport system.
- To enhance confidence in investing in income trusts, the Department will propose legislation to limit the liability of income trust unit holders.
- To improve the corporate governance of non-profit corporations by its directors and officers, the Department will work with the Premier's Voluntary Sector Initiative to develop improved awareness and training programs.
- To ensure continued relevance to the circumstances of consumers, industry and government, the Department will continue its review of consumer protection legislation and delivery strategies.
- To assist consumers in making informed decisions when purchasing and renting video and computer games, the Department will propose legislation requiring all games to be classified and establishing penalties for retailers who rent or sell age-inappropriate material to children.
- To enhance consumer protection, the Department will propose new rules for the following types of consumer contracts: future performance contracts, personal development services contracts, travel club contracts and remote contracts.

What are we measuring?	**Where are we starting from?**
Efficiency of response	
• Per cent of telephone inquiries from consumers responded to within one business day	99.6% *[2004-05]*
• Per cent of incorporations, registrations and fundamental changes of all types processed on paper within 5 business days	80% *[2004-05]*
• Per cent of incorporations, business registrations and fundamental changes of all types processed electronically	60% *[2004-05]*

Conducting service in a timely manner indicates that the branch is responsive to consumers and businesses and meets their expectations, thereby protecting their interests. The Department has a high level of influence over this measure.

GOAL 5

Legal Services – Programs and policies of government are supported by appropriate legal services

***OBJECTIVE 1** – Provide quality legal services to government that are consistent, coherent, and cost-effective*

The Department is committed in all of its operations to the rule of law. The Department carries out the traditional role of the Attorney General in maintaining the rule of law and seeing that the administration of public affairs is in accordance with the law.

One important aspect of this role is the provision of legal and policy advice and services to Government. The Department's Dispute Resolution Office also provides government departments and agencies with advice on dispute resolution processes and assistance in resolving public sector disputes.

Although a relatively small proportion of the staff and resources of the Department are devoted to providing these legal, policy, and dispute resolution services, the proper discharge of these functions is critical to the effective functioning of the justice system and to ensuring that public affairs are conducted according to the law.

The Department is satisfied that the measures identified track progress towards the achievement of the objective. However, it will monitor the results in this first year of implementation and refine them accordingly.

Key Actions for 2006-07

- To ensure we are meeting our clients' needs, the Department will monitor standards for timeliness in responding to client requests for legal services.
- To ensure lawyers continue to develop and improve their skills in delivering quality legal services, the Department will monitor standards for continuing legal education.
- To assist clients in identifying, avoiding and resolving legal problems, the Department will implement its plan to enhance the delivery of client education opportunities.
- To support government's commitment to access to records and to privacy protection, the Department will continue development of its new Access and Privacy Branch including providing increasing training opportunities and making additional access and privacy tools available to government bodies.

What are we measuring?	Where are we starting from?
Timeliness – per cent of requests for legal services responded to within the timelines agreed to by clients	90% *[2004-05]*
Quality of legal services – average number of hours of continuing legal education per lawyer annually	20 hours *[2004-05]*
Client education – number of hours of client education provided annually	30 hours *[2004-05]*

Timeliness of response to requests is critical in providing efficient legal services to government. Lawyer participation in legal education opportunities assists in maintaining quality legal service. Client education about ways to identify, avoid and resolve their legal problems is provided by the Department to its clients. This will assist in ensuring more cost effective services. The Department has a high level of influence over these measures.

For More Information

This plan provides information about what the Department of Justice hopes to accomplish in the coming year. If you have any questions or comments, we invite you to call (306) 787-7872.

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